

Message Text

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ACTION EB-07

INFO OCT-01 ISO-00 AGRE-00 AID-05 IO-13 USIA-06
COME-00 TRSE-00 EPG-02 AF-10 ARA-10 EA-07 EUR-12
NEA-10 OMB-01 SS-15 NSC-05 SP-02 OIC-02 (ISO) W
-----038747 131719Z /45

P 131340Z JUL 77
FM AMEMBASSY ROME
TO SECSTATE WASHDC PRIORITY 5842
AMEMBASSY CAIRO PRIORITY

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E. O. 11652: N/A
TAGS: UN, EAID, EFIN, EAGR, OCON
SUBJ: EGYPTIAN SUPPORT ON STAFFING PATTERN OF INTERNATIONAL FUND
FOR AGRICULTURAL DEVELOPMENT (AGENDA ITEM 5 OF FOURTH MEETING
OF PREPARATORY COMMISSION)

REF: STATE 154169

1. FOUAD REDA, ALTERNATE PERMANENT REPRESENTATIVE TO FAO, NUMBER TWO BUT PRINCIPAL SPOKESMAN OF EGYPTIAN DELEGATION TO IFAD 4TH PREPARATORY COMMISSION MEETING, INFORMED MEMBER OF U.S. DELEGATION MORNING OF JULY 12 THAT HE HAD JUST RECEIVED INSTRUCTIONS TO SUPPORT U.S. POSITION.

2. WE BRIEFED HIM GENERALLY ON WHAT WE PLANNED TO SAY ON STAFFING PATTERN UNDER PROPOSED ADMINISTRATIVE BUDGET (ITEM 5), THE ISSUE OF GREATEST CONCERN TO US. AT HIS OWN INITIATIVE, HE MADE STATEMENT ALONG SAME LINES EARLY IN DEBATE AFTERNOON JULY 12, WELL AHEAD OF U.S. STATEMENT. THIS MADE U.S. STATEMENT LESS CONTROVERSIAL AND MORE EFFECTIVE. THOSE FAVORING RE-EXAMINATION OF STAFFING PATTERN CITED EGYPTIAN AND KUWATI STATEMENTS AS WELL AS STATEMENTS
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OF UNITED STATES AND SEVERAL OTHER DEVELOPED COUNTRIES, AND RE-EXAMINATION IS BEING UNDERTAKEN.

3. IF THE OPPORTUNITY PRESENTS ITSELF, WE BELIEVE WARM EXPRESSION OF APPRECIATION TO EGYPTIAN GOVERNMENT WOULD BE IN ORDER. GARDNER

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ACTION EB-07

INFO OCT-01 AF-10 ARA-14 EA-09 EUR-12 NEA-10 ISO-00
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TRSE-00 SS-15 NSC-05 H-02 OMB-01 L-03 MMO-04
SP-02 OIC-02 /133 W

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11. PC/L.36 IN PARAGRAPH 7 ENUMERATES ELEVEN PRINCIPAL FUNCTIONS UNDER WHICH THERE WILL BE NUMEROUS SUB-ACTIVITIES. THE U.S. DELEGATION, DOES NOT BELIEVE IT IS NECESSARY FOR IFAD TO UNDERTAKE ALL THESE FUNCTIONS IN GREAT DETAIL NOR TO ESTABLISH SEPARATE DIVISIONS FOR THESE FUNCTIONS. FOR EXAMPLE, THE REFERENCE TO ECONOMIC FUNCTIONS IS UNCLEAR. IF IT MEANS COUNTRY ECONOMIC ANALYSIS AND SECTOR STUDIES, THESE ARE ADEQUATELY PROVIDED BY EXISTING INSTITUTIONS AND A SEPARATE DIVISION HARDLY SEEMS NECESSARY. AS THE DISTINGUISHED DELEGATE FROM CANADA SAID AT THE THIRD PREPCOM MEETING WITH REGARD TO ECONOMIC ANALYSIS AND STUDIES -- IFAD SHOULD BE A CONSUMER OF THESE STUDIES PRODUCED BY OTHER INSTITUTIONS RATHER THAN A PRODUCER. WITH REGARD TO OTHER FUNCTIONS, E.G., ADMINISTRATIVE SUPPORT, ACCOUNTING, ETC., MY DELEGATION URGES MAXIMUM USE OF CONTRACT SERVICES RATHER THAN DIRECT-HIRE IFAD STAFF TO PERFORM THESE FUNCTIONS AND FUNCTIONS CAN BE GROUPED AND ASSIGNED TO A SMALL NUMBER OF UNITS.

12. THE ARTICLES OF AGREEMENT CLEARLY DESCRIBE THE RELIANCE UPON INTERNATIONAL INSTITUTIONS FOR THE APPRAISAL AND SUPERVISION OF PROJECTS. WITH REGARD TO THE OTHER ASPECTS OF THE PROJECT CYCLE: PROJECT IDENTIFICATION, PREPARATION, MONITORING AND EVALUATION, THE U.S. DELEGATION BELIEVES THAT IFAD SHOULD UTILIZE THE MAXIMUM DEGREE FEASIBLE, THE RECIPIENT COUNTRY, INTERNATIONAL
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INSTITUTIONS AND/OR CONTRACTORS TO PERFORM THESE FUNCTIONS.

13. WE NOTE THAT THE DRAFT RELATIONSHIP AGREEMENTS WITH THE WORLD BANK, IDE, ADB, CLEARLY INDICATE THE WILLINGNESS OF THESE INSTITUTIONS TO ASSIST IFAD WITH THESE AND OTHER STEPS IN THE PROJECT CYCLE.

14. WE ACCEPT THE IDEA OF IFAD STAFF ESTABLISHING GUIDELINES AND CRITERIA FOR THESE FUNCTIONS AND FOR SELECTIVE PARTICIPATING BY IFAD IN THE DIFFERENT PHASES OF THE PROJECT CYCLE, BUT WE

CANNOT ACCEPT THE IDEA OF TRYING TO BUILD AN IFAD STAFF LARGE ENOUGH SO THAT IT CAN ON A CONTINUING BASIS PERFORM THESE RESPONSIBILITIES FOR OVER 100 POTENTIAL RECIPIENT COUNTRIES. NEITHER DO WE FEEL COMPARISON WITH EXISTING INSTITUTIONS IS APPROPRIATE SINCE IFAD INDEED IS SUPPOSED TO WORK IN CLOSE COOPERATION WITH THOSE INSTITUTIONS.

15. FOR ALL THE REASONS RECOMMENDED ABOVE, MY GOVERNMENT CANNOT CONCUR WITH EITHER PC/L.36 ASSUMPTIONS OR WITH ITS SPECIFIC PROPOSALS.

16. WE WISH TO RETAIN MAXIMUM FLEXIBILITY FOR THE PRESIDENT TO RECOMMEND THE FINAL STAFF REQUIREMENTS AND ORGANIZATIONAL STRUCTURE BASED UPON ACTUAL OPERATIONAL EXPERIENCE WORKING WITH EXISTING INTERNATIONAL INSTITUTIONS AND CONTRACTOR SERVICES.

17. THEREFORE, WE RECOMMEND ONCE AGAIN FOR THE CONSIDERATION OF OTHER GOVERNMENTS AND THE FUTURE FUND EXECUTIVES THE USE OF TWOSTEP APPROACH ON THE FOLLOWING BASIS:
OBJECTIVES: ORGANIZATIONAL GOALS DURING THE INITIAL PERIOD WOULD BE ESSENTIALLY THREEFOLD: FIRST, TO GET THE FUND INTO OPERATIONAL STATUS QUICKLY THROUGH RELIANCE PRIMARILY ON CO-FINANCING ARRANGEMENTS WITH EXISTING INSTITUTIONS. SECOND,
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WORKING CLOSELY THROUGH THESE INSTITUTIONS AND WITH HOST GOVERNMENTS, TO INITIATE THE PROCESS OF IDENTIFYING APPROPRIATE NEW PROJECTS. THIRD, ON THE BASIS OF EXPERIENCE GAINED, DEVELOP THE ORGANIZATIONAL AND STAFFING REQUIREMENTS FOR THE SUBSEQUENT PERIOD FOR CONSIDERATION AND APPROVAL BY THE EXECUTIVE BOARD AND GOVERNING COUNCIL.
ORGANIZATIONAL STRUCTURE: DURING THE INITIAL PERIOD, THE ORGANIZATIONAL STRUCTURE SHOULD BE SMALL AND INFORMAL WITH EASY CHANNELS OF COMMUNICATION BETWEEN TOP MANAGEMENT AND THE STAFF. THERE SHOULD BE A MINIMUM OF DEPARTALIZATION AND STRATIFICATION. IDEALLY, A TEAM APPROACH WOULD BE ADOPTED, IN WHICH APART FROM TOP MANAGEMENT WOULD WORK WITH THE REST OF THE STAFF WITH NO FORMAL TITLES OR INTERMEDIATE CHIEFS. OBVIOUSLY WITHIN SUCH A GROUP, HOWEVER, COMPENSATION WOULD NEED TO REFLECT EXPERIENCE AND ACTUAL RESPONSIBILITY.

18. THE STAFF WOULD CONSIST OF THREE BASIC GROUPS: OPERATIONS, POLICY AND SUPPORT. THE OPERATIONS GROUP WOULD CONSTITUTE THE BULK OF THE ORGANIZATION AND WOULD ASSIST TOP MANAGEMENT IN CARRYING OUT THE OBJECTIVES OF THE INITIAL PERIOD WITH RESPECT TO THE PROJECT CYCLE. THE SUPPORT STAFF WOULD HANDLE THE NECESSARY LEGAL, ADMINISTRATIVE, BUDGETARY AND PERSONNEL FUNCTIONS. A VERY SMALL POLICY STAFF WOULD PERMIT IFAD TO INFLUENCE PROGRAMS THROUGH THE DEVELOPMENT AND PROMOTION OF ITS BASIC POLICIES RATHER THAN THROUGH INVOLVEMENT IN DAILY IMPLEMENTATION OF PROJECTS.

19. STAFF REQUIREMENTS: APART FROM THE PRESIDENT AND VICE PRESIDENT, THE REST OF THE PROFESSIONAL STAFF WOULD BE MID-CAREER INDIVIDUALS, GENERALLY WITH 10-15 YEARS' EXPERIENCE IN DEVELOPMENT WORK. ON THE OPERATIONS SIDE, THEY WOULD BE QUOTE LOAN OFFICER TYPES UNQUOTE WITH VARIED QUALIFICATIONS INCLUDING AGRICULTURE, ENGINEERING, ECONOMICS, ETC., SO AS TO FORM A BALANCED TEAM. THEY WOULD BE ATTRACTED TO IFAD BY THE CHALLENGE OF A NEW UNDERTAKING AND BY GROWTH OPPORTUNITY TO MOVE UP QUICKLY IF THE FUND PROVES ITSELF EFFECTIVE IN DEALING WITH THE PROBLEMS OF AGRICULTURAL
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DEVELOPMENT. WE RECOMMEND THAT THE PRESIDENT EXPLORE ALL POSSIBILITIES FOR THE RECRUITMENT OF EXPERIENCED TECHNICAL STAFF VIA SECONDMENT FROM EXISTING INSTITUTIONS; AND THE USE OF CONTRACTOR AND CONSULTING SERVICES.

20. TOWARDS THE END OF THE INITIAL PERIOD, BASED ON ACTUAL EXPERIENCE, THE PRESIDENT WOULD PRESENT HIS PROPOSALS FOR PERMANENT STAFFING AND ORGANIZATIONAL STRUCTURE TO THE EXECUTIVE BOARD.

21. IN SUMMARY, MY GOVERNMENT RECOGNIZES THE NEED FOR IFAD TO HAVE AN ADEQUATE STAFF TO CARRY OUT EFFECTIVELY THE FUND'S MANDATE AND TO EXERCISE PROPER ACCOUNTABILITY OF THE FUND'S RESOURCES. WE ARE NOT ARBITRARILY OBJECTING TO A SPECIFIC NUMBER OR LEVEL OF STAFF. THE MANAGEMENT AND STAFFING PRINCIPLES WE ARE ESPOUSING ARE AIMED AT HELPING TO KEEP THE OVERALL STAFF SIZE DOWN WITHOUT IMPAIRING IFAD'S EFFICIENCY. THE U.S. IS WORKING IN OTHER FORA TO INCREASE THE EFFICIENCY OF OTHER INTERNATIONAL ORGANIZATIONS AND OUR ACTIONS IN SUPPORT OF IFAD ARE CONSISTENT WITH THESE EFFORTS. OUR GOAL IS TO HAVE IFAD TO DO A FIRST-RATE JOB IN DELIVERING THE MAXIMUM FLOW OF RESOURCES TO THE RECIPIENT COUNTRIES AT MINIMUM ADMINISTRATIVE COST. WE BELIEVE DEMONSTRATING THAT IFAD CAN OPERATE EFFICIENTLY AND WITHOUT A LARGE BUREAUCRACY WILL BE A KEY ELEMENT IN THE GOVERNMENTAL DECISIONS CONCERNING FUTURE REPLENISHMENTS FOR IFAD.
THANK YOU.GARDNER

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Message Attributes

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ITEM 5 OF FOURTH MEETING OF PREPARATORY COMMISSION)
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